

Janet Coit called the Lean Steering Committee (LSC) to order at 2:05 p.m.

Agenda Item #1 Announcements:

There were no announcements this month.

Agenda Item #2 Minutes from April 14, 2016 Meeting

The Board reviewed the draft Minutes of the April 14, 2016 meeting. The Board made a motion to accept Minutes as proposed. The final version of the Minutes from April 14, 2016 will be posted on the Secretary of State website.

Agenda Item #3 Status of Agency Projects

Andy Manca provided an update on the status of Lean projects. Since the last LSC meeting the Division of Purchases finished the Master Price Agreement Kaizen event. Jacky Beshar of the LSC facilitated the event. The report out was held on June 2, 2016. The follow-up work has begun with a focus on testing new best practices at RIDE and DLT.

There are currently eight projects ongoing. These projects are the Department of Transportation (DOT) physical alteration permit application process, Executive Office of Health and Human Services (EOHHS) Long-Term Services and Support process, Department of Environmental Management (DEM) Stormwater application process, DEM Kaizen clearinghouse process, Department of Health (DOH) complaints investigation process, DOH data collection and reporting process, Department of Labor and Training (DLT) work opportunity tax credit process, and the Secretary of State's office is also working on a Kaizen event. All of these projects are expected to finish and execute their initial report out this month. Report out dates will be shared with the LSC and Lean mentors.

Upcoming projects include the Department of Behavioral Healthcare, Developmental Disabilities and Hospitals (BHDDH) developmental disabilities eligibility process, the Department of Corrections (DOC) program participation process, and Rhode Island Public Transit Authority (RIPTA) complaint resolution process. DOC will simultaneously review the medical transport process. These projects are scheduled for June and July.

Brian Daniels provided an update on the budget for Lean projects in Fiscal Year (FY) 2017. In FY16, OMB received a \$100,000 budget for Lean projects and training. In addition, the Rhode Island Foundation (RIF) provided a grant totaling \$111,000 for Lean projects. The grant includes \$61,000 from Rhode Island companies and a matching contribution of \$50,000 from RIF. The Governor's proposed budget included another \$100,000 for Lean projects and training in FY17, however the House proposed budget has removed the funding for Lean. Less than half of the RIF money remains; this would leave the Lean initiative with approximately \$50,000 for projects in FY17. LSC members Karl Wadensten and Jacky Beshar explained that their companies had provided donations to the Lean effort with the understanding that it would be matched by the state. LSC members agreed to make an effort this week to convince legislators to add the funding back to the budget.

Ben Shaffer mentioned that Lean projects need to be tied into strategic plans and performance management. This is important under normal circumstances, but if the Lean program is not going to receive funding in the FY17 budget this takes on added significance. The Lean initiative's limited resources need to be dedicated where they will have the greatest impact.

Agenda Item #4 Training Update

Andy Manca provided an update on Lean training. Over 1800 state employees have been through Lean 101 since the beginning of the Lean initiative. The first class of the Lean Training Academy (LTA) with the University of Rhode Island (URI) graduates on June 10, 2016. The 20 participants will receive Lean Six Sigma Yellow Belt Certification from the URI College of Business Administration. Graduates of the course will have two additional requirements in order to earn their Green Belt Certification. The first requirement is that they will each have to teach a Lean 101 class, and the second requirement is that they will facilitate a Kaizen event. Andy stated that participants in the class have provided positive feedback so far.

Andy is coordinating with URI to provide training for a second cohort of the Lean Training Academy. The Executive Military Staff has agreed to pay for this next cohort. They will use twenty seats and provide five seats to other state agencies. This is a model which may be used to provide training in FY17. The cost of the training has been raised from \$9,000 to \$15,000. URI subsidized a portion of the costs for the first class but did not agree to do this for future classes. The second cohort begins on June 22, 2016.

Andy and Liz Tanner have spoken to Polaris MEP about potential training opportunities. It is possible that in the future the state could partner with municipalities to keep training costs down by spreading the training fee among multiple organizations. This will be discussed further after the master price agreement is updated in August.

Agenda Item #5 Year Two A3 Implementation and Timeline

Andy Manca reviewed changes to the Rhode Island Lean Initiative Year-Two A3 Problem Solving document. The LSC proposed a small number of edits. One objective was added: "align Lean effort with strategic goals." Other edits included adding a bullet to the Future State calling for Lean practices to be incorporated into daily management. The Implementation Plan and Timeline section was completely updated to reflect the expectations for year two of the state Lean initiative. The latest version of the A3 will be sent to the Governor's Office for review. A copy of the latest version is attached to these minutes.

Motion to adjourn at 3:55 Andy Manca seconds.

Meeting Adjourned.

Minutes prepared by Sharon Savicki